

The Secret Force That Will Rebuild Japan

p12

Dick Parsons: The Schmoozer Abides

p84

Wal-Mart and Women Meet In Court

p31

Private Equity Flees Libya	p23
The REINS Act and Regulation	p10
Losers in the AT&T Deal	p45
DeMaurice Smith's Hard Choice	p102
Hermès at War with Itself	p78

March 28 — April 3, 2011 | businessweek.com

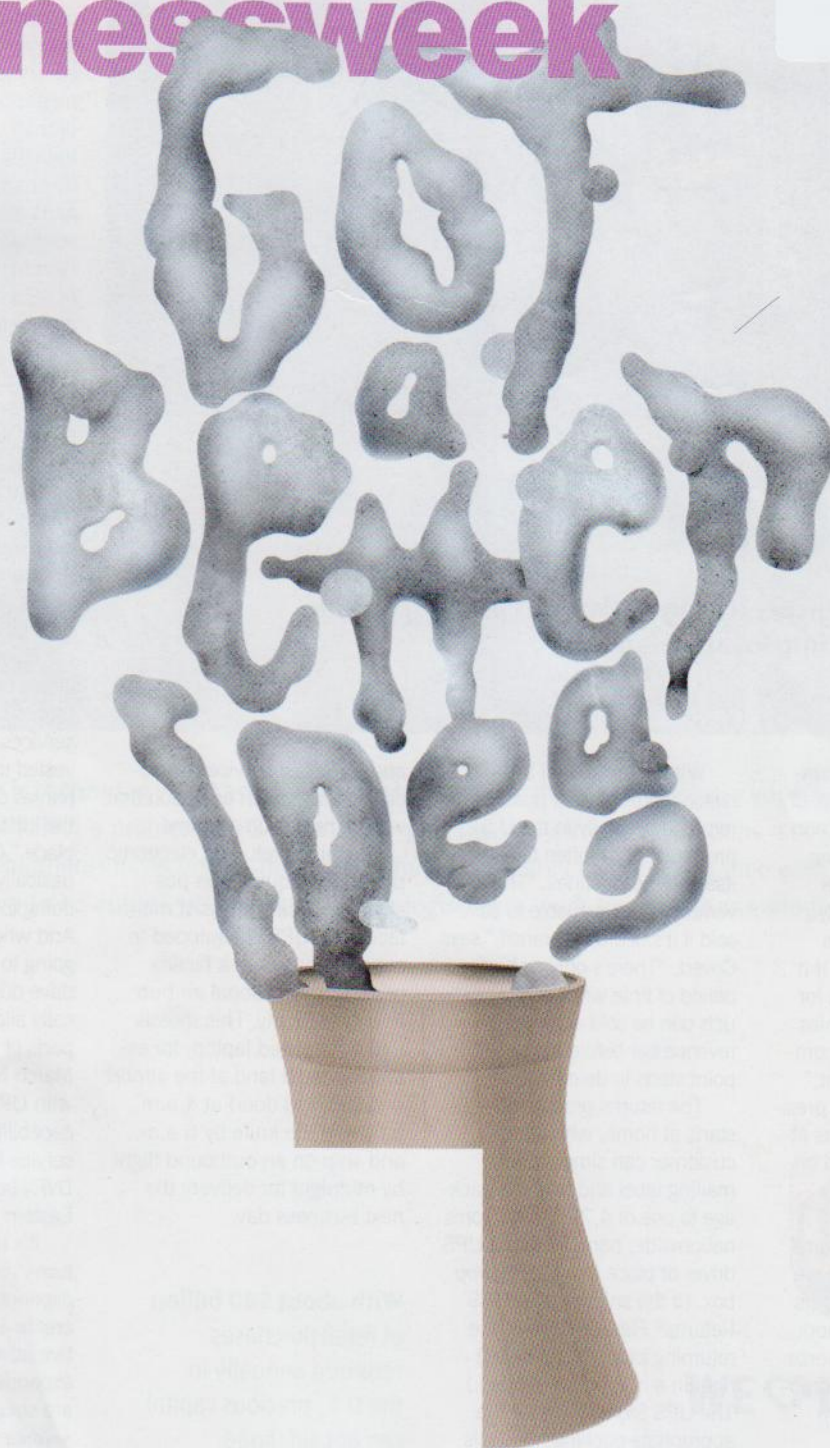
Bloomberg Businessweek

Sha Tin College Library

Textbook



M002977



**Actually, yes.
Inside the
cleaner, greener,
safer future of
nuclear power** p70



Pollen Nation
American bees are staging
a comeback p26

Opening Remarks The GOP's new attempt to curtail regulators—the REINS Act—sounds sensible. But it could hamstring oversight of transportation, coal plants, even nukes. p10

Global Economics

12

Japan: The rebuilding

Contracts will be awarded "in quick order." Will well-connected construction giants have an unfair edge?

Why the yen is so strong p15

Fukushima's future p15

Supply chain reactions p17

Korean ships and steel: Now in demand p18

Otis Elevator's quake tale p20

Libya's fallow billions

Private equity firms are beating a retreat from the Libyan Investment Authority's \$70 billion. p23

A flurry of oil deals in Russia may signal a new era p24

Brazil: Rousseff's strong start p25

Tom Keene's EconoChat p25

U.S. bees bounce back p26

Seven days ahead p28

Companies & Industries

31

Wal-Mart's day in court

A huge bias class action against it, if allowed, could cost billions—and trigger similar suits elsewhere

Why Lexus is eating rivals' dust in China's luxury car market p32

Electrolux's plan for global appliance domination p33

Telling grocers what to sell p34

Briefs: GE, Amazon, more p35

Politics & Policy

37

Obamacare alternatives

While Republicans badly want to repeal the law, their search for cost cuts isn't proving so easy

Where the White House turns for real-time data: CEOs p38

In California, public radio is becoming more private p39

The anti-dollar-bill crusade p40

Charlie Rose/Barney Frank p41

Technology

43

AOL's cred quest

The company's new Palo Alto workspace is attracting tech startups and Stanford engineers

Removing the bottlenecks from virtual computing p44

AT&T says getting T-Mobile will let it expand 4G. We'll see p45

Innovator: Eye-tracking PCs p47

Markets & Finance

49

Investors, sit tight

Tinkering with your portfolio in response to the parade of scary headlines is a mug's game

Ana Botin's audition for the top spot at Banco Santander p50

The AT&T Deal: Another boost for Evercore Partners p51

Blankfein's testimony p52

Enterprise

57

As Asian factories get pickier about taking orders, American manufacturers are stepping up p57

Solar middlemen are making it easier for consumers to go green p58

Cash-flow squeeze: Caught between late payers and tight credit p59

Speed Dial: Pacific Trade International's Mei Xu p60



Aficionado Parsons hosting a jazz fundraiser in Harlem in February

Features

70

Building a Better Reactor

A new wave of nuclear plants is designed to withstand a Fukushima-style crisis. A few are already being built. Will Japan derail the renaissance? p70

Handbags at the Barricades

The family behind luxury icon Hermès is doing everything in its power to resist the advances of LVMH's Bernard Arnault. Wish them luck p78

Captain Emergency

Why Dick Parsons keeps turning up at troubled companies—such as Dime Savings Bank, AOL Time Warner, and Citigroup p84

Etc.

93

What's the World Record for World Records?

Plucky URDB is threatening Guinness's half-century reign over the record-keeping business

Next Life From Hollywood agent to successful fashion line founder, the offbeat odyssey of Band of Outsiders' Scott Sternberg p96

How To Three simple steps to seducing a co-worker p97

Fashion Can anyone—stylists, producers, metrosexual jocks—save sports anchors from their abysmal taste in clothes? p98

The Stack Zach O'Malley Greenburg's book about rapper Jay-Z unintentionally raises a question: Is he a business guru or just a supremely talented pitchman? p100

Hard Choices DeMaurice Smith, head of the NFL Players Assn., on decertification p102

Index

Page
50

Page
38

Page
78

A

Access Industries	51
Acosta	34
Agecroft Partners	23
AIG (AIG)	41
Altair Holding	78
Altman, Robert C.	51
Altria (MO)	31
AOL (AOL)	43, 84, 97
Arcus Infrastructure Partners	54
Areva	70
Arnault, Bernard	78
AT&T (T)	45, 51, 54

B

Bain & Co.	78
Bair, Sheila	84
Bank of America (BAC)	31
Barneys New York	96
Barrack, Thomas	23
Beckham, Victoria	78
Berkshire Hathaway (BRK.A)	38, 51, 53
Bernstein Research (AB)	78
Beyond Clothing	57
Bianco Research	25
Blackstone Group (BX)	23
Blankfein, Lloyd	53
Blavatnik, Len	51
BMW	32
Boathouse Sports	57
Boehner, John	10
Boeing (BA)	17, 38
Bogle, Jack	49
Booz & Co.	37
Botin, Ana	50
Botin, Emilio	50
Box.net	43
BP (BP)	24
Brink's	40
Buffett, Warren	38, 53
Bulgari	78

C

Capital Research Global Investors	39
CareerBuilder.com	97
Carter, "Jay-Z" Shawn	100
Case, Stephen	84
Caterpillar (CAT)	38
Champagne Taittanger	78
Charles Schwab (SCHW)	51, 54
Cherry, Don	98
Citigroup (C)	49, 84
Cloudera	43
CISA	18
Colgate-Palmolive (CL)	54
College Park Car Wash	40
Colony Capital	23
Comcast (CMCSA)	45
Contract Sew & Repair	57
Creative Artists Agency	96
Credit Agricole CIB	18
CSR	57

D

Daimler	32
Dash, Damon	100
David, D. Scott	38
Davis, Rece	98
Deere (DE)	17
Dell (DELL)	17, 44, 51
DeMint, Jim	10
Deutsche Telekom	45, 54
Dow Jones	78
Duke, Michael	38
Dun & Bradstreet (DNB)	17

E

El Entertainment Television	39
Electrolux	33
Elvesjö, John	47
EMC (EMC)	44
Evercore Partners (EVR)	51
ExxonMobil (XOM)	24

F

Facebook	43, 58, 59
Factory Service Agency	59
Family Dollar (FDO)	28
FedEx (FDX)	38
Fillon, François	28
FM Capital Partners	23
Forth Ports	54
Fortress Investment Group (FIG)	84
Fox Sports TV	39
Frank, Barney	41
Frazier, Walt	98
Frost & Sullivan	18

G

Galleon Group	53
Gates, Bill	70
Geithner, Timothy	38, 84
General Electric (GE)	31, 70
General Mills (GIS)	26, 54
General Motors (GM)	17
Genzyme (GENZ)	51, 54
Giuliani, Rudolph W.	84
GivENCHY	78
Global Forex Trading	15
Goldman Sachs (GS)	15, 49, 53
Goodell, Roger	102
Google (GOOG)	44
Goolsbee, Austan	38
Graphicly	43
Greenhill (GHL)	51
Guerlain	78

H

Häagen-Dazs	26
Hannibal	78
Hermès International	78
Hewlett-Packard (HPQ)	17, 44
Hitachi (HIT)	70
Honam Petrochemical	18
Honda Motor (HMC)	17
Horta-Osório, António	50
Huffington Post	43
Hugo Boss	28
Human Resource Solutions	97

Hyundai Motor	18
Hyundai Steel	18

I

Icahn, Carl	84
IHS Cambridge Energy Research Associates	24
IHS iSuppli (IHS)	17
Imperium	43
ING Investment Management	49
Intel (INTC)	31, 38
Intellectual Ventures	70
Interbrand	78

J

Janney Montgomery Scott	49
Jarrett, Valerie	38
J. Crew (JCG)	96
J.D. Power and Associates (MHP)	18, 32
John Lobb	78
JPMorgan Chase (JPM)	51

K

Kabel Baden-Württemberg	54
Kajima	12
Kellogg (K)	34
Kia Motors	18
Kraft Foods (KFT)	34
Kroger (KR)	34

L

Lady Gaga	78
Lazard (LAZ)	51
Lenovo	47
Levin, Gerald M.	84
Liberty Global (LBTYA)	54
Libyan Investment Authority	23
Lifetime Networks	39
Lightyear Capital	23
Linkedin	58
Lionsgate (LGF)	39
Lloyds Banking Group (LYG)	50
Lubrizon (LZ)	51
Lukoil	24
LVMH Moët Hennessy Louis Vuitton	78

M

MacroCognition	70
Mantra Resources	54
MapMeln	43
Marcat Group	34
Marino, Frederic	23
Marron, Donald	23
Marsalis, Wynton	84
Mason-Grey	59
McDonald's (MCD)	60
McLoughlin, Keith	33
McNerney, James	38
MEMC Electronic Materials (WFR)	17
Merkel, Angela	28

MFS Management	49
Microsoft (MSFT)	31, 70
Mirae Asset Securities	18
Mitsubishi	17
M&J Kitchens	59
Moody's Analytics (MCO)	18
Murdoch, Rupert	78

N

Nantucket Nectars	96
Neiman Marcus	96
Nestlé	34
Netflix (NFLX)	58
Network Appliance (NTAP)	44
New Jersey Nets	100
New York Knicks	100
Nielsen	34
Nike (NKE)	100
Nordea Bank	33
North West Group	44
NPR	39

O

Obayashi	12
OptionsExpress (OXPS)	54
Otellini, Paul	38
Owens, Jim	38
Pimco	54
Pacific Trade International	60
PAI Partners	54
Palmer, Jesse	98
Pandit, Vikram	84
Parsons, Richard	84
PG&E (PCG)	58
Pittman, Robert	84
PMX Industries	40
Posco (PKX)	18
PPR	78
Procter & Gamble (PG)	34
Puech, Bertrand	78

Q

Qaddafi, Muammar	23
Qaddafi, Saif al-Islam	23

R

Rajaratnam, Raj	53
Rathbone Brothers	50
Reebok	100
Richemont	78
Roc-A-Fella Records	100
Rocawear	100
Ron Herman	96
Rosatom	54
Rosneft	24
Rothschild & Cie	78
Rousseff, Dilma	25
Royal Bank of Scotland (RBS)	50

S

Sager, Craig	98
Sageworks	59
SanMar	57
Sanofi-aventis (SNY)	51, 54
Santander (S TD)	50

Schlumberger	24
Schwarzman, Stephen	23
Sheen, Charlie	28
Shimizu	12
Shin-Etsu Chemical	17
Smith, DeMaurice	102
Smith, Fredrick	38
Solomon Investment & Securities	18
Southern California Public Radio	39
Southern Co. (SO)	70
Sperling, Gene	38
Spirit AeroSystems (SPR)	17
Ssangyong Cement Industrial	18
SSE Labs	43
Starbucks (SBUX)	34
Starwood Capital	78
Strategas Research Partner	49
SulAmérica	25
Sungevity	58
SunRun	58
SunWizeSystems	58

T

Taisel	12
Tamoli	23
Target (TGT)	57, 60
TerraPower	70
Thomas H. Lee Partners	34
Tibco (TIBX)	44
Tilton, Glenn	38
Time Warner (TWX)	43, 84
Tintri	44
T-Mobile	45, 54
TNK-BPO	24
Tobii Technology	47
Tokyo Electric Power	70
Tombini, Alexandre	25
Toshiba	70
Total (TOT)	24

Toyota Motor (TM)	32
Troika Dialog	24
Twitter	59

U

UBS (UBS)	51
Unilever	54
United Continental Holdings (UAL)	38
United Parcel Service (UPS)	38
United Technologies (UTX)	20
Univision Communications	39

V

Vanguard	49
Van Pelt, Scott	98

Verizon Communications (VZ)	45
-----------------------------	----

VMware (VMW)	44
--------------	----

Wal-Mart Stores (WMT)	31, 34, 38, 57, 60
-----------------------	--------------------

Warren, Elizabeth	41
--------------------------	-----------

Weekes, Kevin	98
----------------------	-----------

Westinghouse	70
--------------	----

Whirlpool (WHR)	33
-----------------	----

Wine Library TV	59
-----------------	----

Wood-Mode	59
-----------	----

X

Xu, Mei	60
----------------	-----------

Yahoo! (YHOO)	43
---------------	----

Yamaha Motors	78
---------------	----

Zentek Clothing	57
-----------------	----

Corrections & Clarifications

❶ In the Groupon story, "Are Four Words Worth \$25 Billion?" (Mar. 21-Mar. 27), location-based service SCVNGR was misspelled.

How to Contact Bloomberg Businessweek

Editorial 212-617-6231
Sales 212-617-2900
Circulation 800-635-1200
Address 731 Lexington Ave., New York, NY 10022
E-mail bwreader@bloomberg.net
Fax 212-617-9065
Customer Service PO Box 8418, Red Oak, IA 51591-1418
E-mail bwkcustserv@cdsfulfillment.com

Letters to the Editor can be sent by e-mail, fax, or regular mail. They should include address, phone number(s), and e-mail address if available. Connections with the subject of the letter should be disclosed, and we reserve the right to edit for sense, style, and space.